

25 March 1975

MEMORANDUM FOR: Director of Current Intelligence
Director of Economic Research
Director, Geographic and Cartographic Research
Director of Political Research
Director of Strategic Research
Director, Central Reference Service
Director, Imagery Analysis Service

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SUBJECT : Improved Integration in Production
of Finished Intelligence

1. I would like the addressees to develop an informal approach which will encourage greater inter-office teamwork in the production of intelligence. Teams should be formed which consist of senior analysts who share in common a responsibility and expertise in a particular geographic area or substantive problem.

2. The informal inter-office groups that result might initially serve as focal points for such things as:

- discussing production needs and plans for a particular area or problem;
- organizing and integrating Directorate responses to ad hoc requests;
- exchanging views on subjects of mutual interest; and
- organizing country seminars.

3. In the process of preparing interdisciplinary intelligence, these teams must go beyond mere coordination. The teams must encourage and elicit ideas and substantive input from all members on all phases of the development of an article or research study on a major problem area--sizing the problem, formulation of the outline, analysis and writing of the report. I recognize that the degree of involvement will vary by project and subject; nevertheless, the objective must be to bring the full-range of our analytical talents to bear on intelligence problems.

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4. Teams should meet as often as required to bring about the desired communication among analysts working on the same areas and integration of product. Each team should consist of a substantively qualified representative from each of the five primary production offices--plus representation from CRS, [redacted] and IAS. Representatives from OSI and OWI may also be invited to participate as appropriate to the area and problem.

5. I would like to review our experience with the teams in a Friday Executive Council in October of this year.

[redacted]

EDWARD W. PROCTOR
Deputy Director for Intelligence

cc: DDS&T
D/OSI
D/OWI